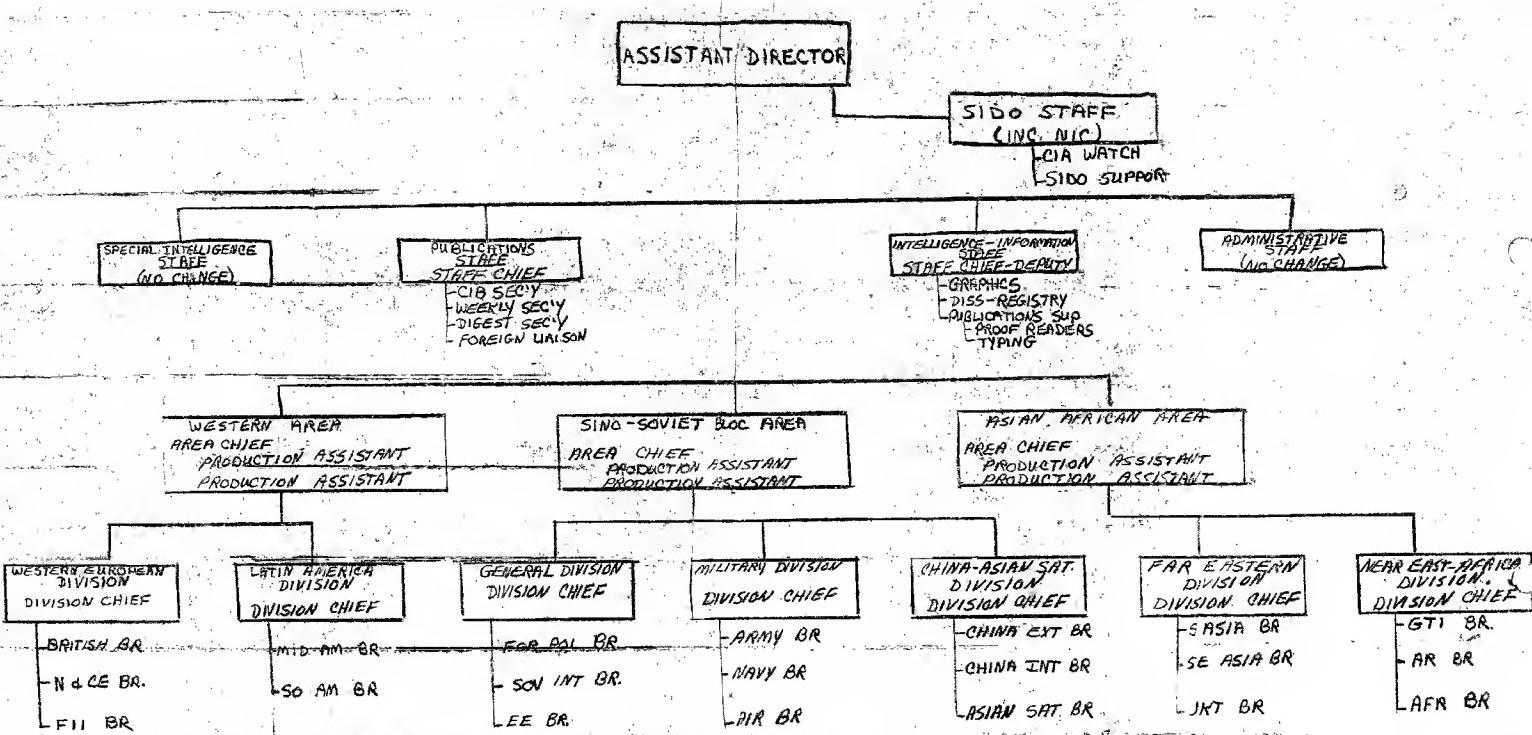


OFFICE OF CURRENT INTELLIGENCE



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EYES ONLY

DRAFT

13 August 1963

MEMORANDUM FOR: Deputy Director (Intelligence)
FROM : Assistant Director, Current Intelligence
SUBJECT : Proposed Changes in OCI Grade Structure

1. The responsibilities now assigned to OCI and specifically to its senior officers are such that it would seem only equitable to raise the OCI professional grade structure. Such a raise is also increasingly necessary to obtain and retain properly qualified personnel.
2. The following structure is proposed:
 - a. Senior Analyst - GS-14
 - b. Branch Chief - GS-15
 - c. Division Chief - GS-16
 - d. Area Chief - GS-17
 - e. Corresponding upgrading of certain senior staff positions (Details in Annex A)
3. The most compelling factor supporting this recommendation is the ever mounting responsibility assigned to OCI. Senior staff, operating chiefs, and analysts are being increasingly asked to provide through the AD/CI intelligence

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analyses immediately to the DDCI, to the DCI, the White House, and, on a less regular basis, to other top level persons and groups directly involved in final policy decisions. We do this not only in the regular publications where we have the cover of anonymity and the protection of full review, but directly through ad hoc memoranda at off hours under crisis conditions. We are asked, sometimes implicitly but also explicitly, for mature judgments on the threats to the US in various circumstances and also on possible courses of action to meet these dangers. We are commonly asked to brief senior government officials. The more urgent the crisis, the greater the chance that branch chiefs or senior analysts may be required to act directly, without complete review.

4. These demands require that our people know the politics, the economics, the military aspects, and the sociology of their areas more comprehensively than does any other group in the Agency. It is also necessary that our senior people have a keen appreciation of the current political atmosphere, and that they have the experience and sophistication to present the information in appropriate patterns. These talents are hard to come by.

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5. OCI's grade structure remains essentially the same as during the Office's infancy a dozen years ago, before many of the responsibilities noted above had been accepted and before its credentials had been established with the DCI as well as in the top echelons of the government. Our employees should not be penalized for our success in resisting Parkinson's Law--in keeping down our T/O. The importance of the mission rather than the numbers of employees supervised should determine the grade structure.

6. Responsibilities for research have recently been added to OCI's already extensive missions. Division and area chiefs assumed the added responsibility of handling NIS production last December; now the several research branches within OCI which are engaged in NIS production are being merged into the appropriate area branch structure. Accordingly, the branch chiefs are in the process of assuming responsibility for assigned NIS sections and all other OCI research production, such as new country handbooks which we are in the process of developing.

7. We have a strong staff now. Branch and Division chiefs and senior staff members are an experienced lot proven under the pressures of a variety of world crises.

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They have demonstrated their abilities as area specialists of repute, as agile writers with a nose for the intelligence news, as speakers, and as administrators. Nevertheless, over the years we have suffered the loss of some of our most capable people who have been attracted elsewhere in the Agency by higher grades than were in prospect in OCI. At times, because our grades were not sufficiently attractive we could not recruit individuals who appeared to have high potential.

8. Within the Agency, offices most nearly comparable to OCI, such as ORR, OSI, and especially ONE, already operate under a grade structure comparable to the one recommended in paragraph two. Senior analysts of ORR, and OSI rate GS-14, their branch chiefs GS-15, etc. The job descriptions for these comparable OSI and ORR positions do not indicate that the incumbents have better qualifications, do higher level work or assume more responsibility than those in OCI. It is, for example, difficult to understand why ORR should grade its economist on Bulgaria at GS-14 while OCI has its intelligence officer covering Bulgaria with a secondary support role in another Satellite country pegged at GS-12. ONE has its area staff chiefs now set at GS-16 and its senior staff officers at GS-15. A review

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of the functions and responsibilities of these GS-16 and GS-15 estimates officers strongly suggests that OCI division and branch chiefs, now authorized at GS-16 and GS-14, have broader, more significant, and more pressing responsibilities. This is corroborated by individuals who have worked in both offices. (Annex B has examples of job descriptions in other offices.)

9. Promotions into the recommended higher grades is not proposed as a package deal. Any promotion would be made only when our exacting standards have been fully met. For example, under the proposals as outlined, I would not envisage in the first three months following the effective date of this proposed change in grade structure more than six or eight promotions beyond those now contemplated within the present table of organization. During the first year I would project a maximum total of fifteen or twenty such promotions. Accordingly, while a major proportion of the OCI professional staff would be in a position ultimately to benefit from my proposal, the first year's actual cost should only be in the amount of some 30 thousand dollars.

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10. The restructuring as set forth in detail in Annex A shows that my proposals would result in a net-upgrading of 57 positions out of a total of [REDACTED] The authorized average grade for OCI is 11.495; my recommendations would raise this to 11.937.

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11. It might be argued that OCI has some flexibility in its ability to promote outstanding people beyond the present T/O. However, it is not satisfactory to tell OCI employees or prospective employees that exceptions to the present grade structure can be made. It is highly desirable to have an established T/O which is realistically in line with duties as well as with grades in other offices. A greater attraction of OCI grades would allow for an even more rigorous selection of personnel than now prevails, and lead to a strengthening of the office.

R. J. SMITH
Assistant Director
Current Intelligence

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ANNEX A

I GRADE DISTRIBUTION IN OCI

<u>Grade</u>	<u>Proposed</u>	<u>Currently Authorized</u>	<u>Not Upgrade</u>
GS-18			
GS-17			
GS-16			
GS-15			
GS-14			
GS-13			
GS-12			
GS- 3 - 11			
Total			

25X1A

Proposed Average Grade - 11.937

Authorized Average Grade - 11.408

No changes are proposed in the GS-3 to 11 range with the exception of one administrative officer and [redacted] administrative assistants assigned to the Administrative Staff and the three Areas. (See III below)

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No increase in the OCI ceiling is requested. The three new positions will be absorbed by the cancellation of three I.O. positions now authorized. (See II and III below)

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II LISTING ACCORDING TO RECOMMENDED GRADE

Grade	Number	Present Authorization
25X1A		
GS-18	AD/CI (GS-18+) DAB/CI	GS-18 GS-17
GS-17	SAP/CI ASP/CI Chief/AAA Chief/SSBA Chief/EA	GS-16 GS-16 GS-16 GS-16 GS-16
GS-16	Division Chiefs Production Assistants National Indications Center Chief Presentation Staff Chief SIDO Chief Executive Officer	GS-15 GS-15 GS-16 new GS-16 GS-15
GS-15	Branch Chiefs Production Assistants Special Assistants (Research- attached to 8 Divisions) In part former Branch Chiefs CBI Special Assistants (attached to 3 Area Chiefs)	GS-14 GS-14 GS-14 & 15
	SIDO NIC IO Chief/Int. Inf. Presentation Staff (Senior Editors)	GS-15 GS-15 GS-15 GS-15

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Grade	Number	Present Authorization
GS-14	Senior Analyst 10 (21-AAA; 19-SSBA; 18-WA) IO/Int. Inf. IO/NIC Presentation Staff 10 Chief, Administration Chief WO and SIDS Support 10	GS-13 GS-14 GS-14 GS-14 GS-13 GS-13
GS-13	Analyst 10 (26-AAA; 22-SSBA; 18-WA) SIDS Support 10 Administrative Officer SIDS Support 10 NIC IO Presentation Staff 10 Int. Inf.	GS-12 & GS-13 GS-12 GS-12 GS-12 GS-12 GS-12 GS-12

The above listings are complete ceiling figures for each grade including both recommended raises and positions not up-graded.

Positions of GS-12 and below are not listed in detail. The restructuring proposal, with the few exceptions noted under 1 above, does not affect these positions.

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III ORGANIZATIONAL LISTING OF PROPOSED CHANGES

Number	Proposed	Currently Authorized
25X1A		
A.	<u>Office of the Assistant Director</u>	
AD	GS-18+	GS-18
DAD	GS-18	GS-17
SAP	GS-17	GS-16
ASP	GS-17	GS-16
Ex Off	GS-16	GS-15
B.	<u>Administrative Staff</u>	
Chief, Administration	GS-14	GS-13
Admin Officer	GS-13	GS-12
Admin Officer	GS-12	GS-11
Admin Asst.	GS-11	GS- 9
Admin Asst.	GS- 9	GS- 7
C.	<u>Presentation Staff</u>	
Chief, Presentation	GS-16	new position
D.	<u>BIBO Area - Support</u>	
Chief, WO	GS-14	GS-13
IO	GS-14	GS-13
IO	GS-13	GS-12
E.	<u>Asia Africa Area</u>	
Chief	GS-17	GS-16
Production Asst.	GS-16	GS-15
Production Asst.	GS-15	GS-14
Special Asst.	GS-15	GS-15
Admin Asst.	GS- 8	GS- 7

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Number	Proposed	Currently Authorized
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25X1A

1. Far East Division

Chief Special Asst. (Research)	GS-16 GS-15	GS-15 GS-14
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a. FE/SEA Branch

Chief Senior IO IO	GS-15 GS-14 GS-13	GS-14 GS-13 GS-12
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b. FE/JKT Branch

Chief Senior IO IO	GS-15 GS-14 GS-13	GS-14 GS-13 GS-12
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2. Near East Division

Chief Special Asst. (Research)	GS-16 GS-15	GS-15 GS-14
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a. NE/AR Branch

Chief Senior IO IO	GS-15 GS-14 GS-13	GS-14 GS-13 GS-12
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b. NE/GTI Branch

Chief Senior IO IO	GS-15 GS-14 GS-13	GS-14 GS-13 GS-12
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c. NE/SA Branch

Chief Senior IO IO	GS-15 GS-14 GS-13	GS-14 GS-13 GS-12
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3. Africa Division

Chief Special Asst. (Research)	GS-16 GS-15	GS-15 GS-14
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<u>Number</u>	<u>Proposed</u>	<u>Currently Authorized</u>
a. AF/North Branch		
Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12
b. AF/ West Branch		
Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12
c. AF/South Branch		
Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12
E. Euro-Soviet Bloc Area		
Chief	GS-17	GS-16
Production Asst.	GS-16	GS-15
Production Asst.	GS-15	GS-14
Special Asst.	GS-15	GS-14
Admin Asst.	GS- 6	GS- 7
1. Soviet Division		
Chief	GS-16	GS-15
Special Asst. (Research)	GS-15	GS-14
a. Sov/Internal Affairs		
Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12
b. Sov/ Soviet For. Pol. Branch		
Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12

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Number	Proposed	Currently Authorized
a. U. S. Satellites Division		
Chief	GS-16	GS-15
Special Asst. (Research)	GS-15	GS-14
b. AS/Northern Satellites Branch		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
10	GS-13	GS-12
c. AS/Balkan Branch		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
10	GS-13	GS-12
d. AS/East Germany/Berlin Branch		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
10	GS-13	GS-12
3. Military Division		
Chief	GS-16	GS-15
a. Mil/Theater Branch		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
10	GS-13	GS-12
b. Mil/Sc. and Tech. Branch		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
10	GS-13	GS-12
c. Mil/Strategic Branch		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
10	GS-13	GS-12

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Number**Proposed****Currently
Authorized**

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a. CAB Division

Chief	GS-16	GS-15
Special Asst. (Research)	GS-15	GS-14

a. CAB/External Branch

Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12

b. CAB/Internal Branch

Chief	GS-16	GS-14
Senior IO	GS-14	GS-13

c. CAB/Asian Satellites Branch

Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12

d. CAB/Military Branch

Chief	GS-15	GS-14
Senior IO	GS-14	GS-13
IO	GS-13	GS-12

e. Western Area

Chief	GS-17	GS-16
Production Asst.	GS-16	GS-15
Production Asst.	GS-16	GS-14
Special Asst.	GS-15	GS-15
Admin. Asst.	GS- 9	GS- 7

f. Western Europe Division

Chief	GS-16	GS-15
Special Asst. (Research)	GS-15	GS-14

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<u>Number</u>	<u>Proposed</u>	<u>Currently Authorized</u>
a. <u>ME/EMC Branch</u>		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
IO	GS-13	GS-12
b. <u>ME/RCE Branch</u>		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
IO	GS-13	GS-12
c. <u>ME/FII Branch</u>		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
IO	GS-13	GS-12
2. Latin America Division		
Chief	GS-16	GS-15
Special Asst. (Research)	GS-15	GS-14
a. <u>LA/Mid Am. Branch</u>		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
IO	GS-13	GS-12
b. <u>LA/South Am. Branch</u>		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13
IO	GS-13	GS-12
c. <u>LA/Special Branch</u>		
Chief	GS-15	GS-14
Senior 10	GS-14	GS-13

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Annex B

Examples of Job Descriptions in OME, OSI and OMN

ORR

GS-15

Chief of the Communications Branch in the Manufacturing and Services Division.

The duties:

Serves as Branch Chief in charge of economic intelligence research on the communications sector of the Sino-Soviet Bloc area and on other areas as may be required. Will be expected to take initiative in planning the research program, provide leadership and supervise the research activities of economic intelligence analysts, engage in research himself, review research reports, ensure the provision of current intelligence support, support collection, and participate in the coordination of the economic intelligence effort in the area of his responsibility.

The qualifications:

Applicant should have a master's degree in economics or related fields, preferably with advanced work towards the Ph.D degree in economics, together with at least 5 years of government, business, or academic experience research, or the equivalent. Familiarity with the communications industry and practices is highly desirable. Knowledge of the Sino-Soviet Bloc economy and the problems involved in producing economic intelligence in this area is important. A reading knowledge of Russian would be useful.

GS-14

Intelligence Officer in the European Satellites Branch of the Analysis Division.

The duties:

Conducts independent analysis and prepares written reports on general economic developments and policies

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in Hungary, including those relating to the growth of national income and industrial production, living conditions, economic plans, investments, manpower, economic institutions, and the role of foreign trade in the economy. Provides support for current intelligence, national estimates, and branch research projects on the European Satellites.

The qualifications:

Candidate must be able to think and write clearly, analyze a very broad range of economic problems, and contribute to evaluations of the relationship between economic and political questions. Candidate must be willing to acquire a reading competence in the Hungarian language sufficient for research purposes. Candidate should have a strong academic background in the social sciences, including some formal training in economics, and at least two years experience in economic research.

GS-14

The ORR analyst on Bulgarian economic developments with duties and qualifications similar to those of the Hungarian position is also authorized at GS-14 level.

OSI

GS-15

Chief of the Air Defense Branch in the Defensive Systems Division.

The duties:

Incumbent serves as Chief of the Air Defense Branch, Defensive Systems Division, OSI. The branch is responsible for intelligence research, production, and substantive collection support for foreign air defense systems and in areas of science and technology relating to air defense. This responsibility includes specifically electronic equipments and systems which provide various air defense functions such as early warning, ground control intercept, fire control, and airborne intercept equipment; interceptor aircraft and their associated armaments; surface-to-air and air-to-air missile systems; the air defense communication system and its associated data processing and

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transmission; the organization of foreign air defense systems. The branch also provides specific analyses of air defense systems in support of Agency collection programs upon request.

Under the general direction of the Division Chief, the incumbent is responsible for substantive and administrative direction and guidance of branch intelligence efforts and programs; prepares scientific intelligence reports and provides intelligence collection support and guidance;

[REDACTED] In the field of air defense and in those aspects of other fields, such as electronics and guided missiles, which relate to air defense.

The qualifications:

a. Applicant must have an established record of intelligence research and production and/or exploitation of intelligence sources and analytical techniques in one or more of the primary technical fields directly related to air defense as noted under the job description above.

b. Applicant must have demonstrated supervisory ability or potential, initiative, and ability to work without strong direction and control.

c. A minimum of a BS degree in the physical sciences or electronic, mechanical, or electrical engineering or the equivalent practical experience in one of these fields.

d. An extensive background of professional experience in one or more of the above fields.

e. Ability in the writing and reviewing of technical reports.

GS-14

Intelligence Officer in the Biological Chemical Warfare Branch of the Atomic Biological Chemical Division.

The duties:

Senior analyst responsible for production of scientific intelligence on the Sino-Soviet Bloc in the area of microbiology applied to biological warfare. This requires evaluation and analysis of all incoming

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materials leading to publications and special reports, as well as contributions to SID's, NIE's and NIS's. In addition, he will participate in briefings, and debriefings; prepare requirements; maintain intelligence files; maintain or obtain language proficiency commensurate with required coverage of open foreign scientific specialty by reading of journals, periodicals, books and attendance at professional meetings.

The qualifications:

Advanced degree in a biological science.
Experience in bacteriological laboratory work, fermentation production, or applied biological research.
Ability to work in close association, coordination, and liaison with other offices of the Agency and other agencies of the Government.
A working knowledge of the Russian language is desirable but not required.
Ability to express himself clearly and concisely in the preparation of written and oral reports.

ONE

GS-13

Estimates Officer on the Staff of ER/USSR.

The duties:

Under the supervision of the Chief, ER/USSR, the incumbent will have initial responsibility for the preparation of National Intelligence Estimates, memoranda, and briefings in the field of Soviet foreign policy and internal political and economic affairs. His activities will include maintaining substantive competence in this field, conducting close liaison with other intelligence components, drafting and coordination of National Intelligence Estimates, and memoranda, and providing oral briefings to the Board of National Estimates, the DCI, and others as directed.

The qualifications:

- a. Ability to write.
- b. Several years of experience in analysis of Soviet internal and/or external affairs.

- c. A good general knowledge of related fields and the ability to undertake special assignments in these fields.
- d. Familiarity with the functioning of CIA and the USIB community.
- e. Ability to work under pressure, to respond to constructive group criticism, and to make an effective presentation in group discussion.

GS-15

Estimates Officer on the Staff of Far East.

The duties:

The officer will be responsible for organizing, drafting, and preparing for publication National Intelligence Estimates and Special National Intelligence dealing with the Far East. He will be responsible for coordinating draft estimates with the Board of National Estimates, and assisting the Board in coordinating estimates with representatives of the USIB. His responsibility will include planning and initiating recommendations for future estimates and special estimates, maintaining an up-to-date working knowledge of current developments throughout the Far East area, preparing memoranda for, and presenting oral briefings to, the Board of National Estimates concerning trends and prospects in the Far East, and preparing written comments on the intelligence aspects of OCB and NSC papers. He will act for the Chief of the Far East Staff in the latter's absence, planning and supervising the work of the staff.

The qualifications:

- a. Strong academic background in international affairs, economics, or history with emphasis on the Far East. Preferably academic training should be backed by residence and extensive travel or a tour of duty in the area.
- b. At least four years in intelligence work, with a broad understanding of the estimates process and of the organization, responsibilities, and activities of the intelligence community as a whole.

c. Broad knowledge and understanding and mature judgment concerning political, economic, social, and military trends in the Far East.

d. The ability to think, organize, and write clearly and concisely under pressure, and to re-organize, edit, or adapt basic research and estimates contributions to meet the needs of National Estimates.

e. The necessary maturity, initiative, tact, and objectivity for effective coordination of intelligence estimates with other agencies of the intelligence community. An ability for clear and effective oral expression.

f. A capability for administration, with particular emphasis on planning and supervising staff work.

26 June 1963

MEMORANDUM FOR: Executive Officer, OCI
FROM : Chief, Asia Africa Area, OCI
SUBJECT : Comment on Proposed Incorporation of
Research Activities in Regional Branches

A. General Remarks

1. Most research personnel will not need to be sold on making the move. They are generally aware of the priority of current intelligence, the increasing demands being placed on the current intelligence staff, and the gain in expertise and efficiency that should result from combining current and basic research personnel.
2. Many of the research personnel will prefer current to research work. It should be made clear that those who prefer research will receive research assignments. Those who prefer current intelligence will be given the opportunity of doing current work at least part of the time. Moreover, our job must be done well and those best fitted for any given assignment will be used.
3. It is envisaged that there will be some rotation in the assignment of analysts from current intelligence to research and vice versa. These assignments will be made through normal administrative channels.
4. The NIS schedule for 1963-64 is already set. Accordingly, most of the research personnel have fixed assignments for the next few months, and new assignments will not be made until after these commitments are completed.

B. Duties of the Analysts

1. Once analysts have been assigned to appropriate regional branches, they will be under the substantive and administrative direction of the branch chief.
2. Analysts engaged in current intelligence activity will normally be assigned to periodic weekend duty and will be responsive to all other normal duty calls to which current intelligence analysts are liable.
3. Analysts assigned to research projects will not as a rule be put on weekend duty rosters or other types of current intelligence assignment.
4. Research assignments will be made by the branch chief in consultation with the division chief and his special assistant for research. During the preparation of HIS material by an analyst it will be normal for that analyst to consult with and receive advice as needed from the special assistant for research. However, the branch and division chiefs maintain substantive and administrative responsibility for the satisfactory completion of any HIS project, before it is turned over to the special assistant for processing into the HIS channel.
5. Likewise, the preparation of SCI handbooks and all other research projects will remain the responsibility of the area and its administrative components. The special assistants will help in these activities as requested by division chiefs.

C. Duties of the Special Assistant for Research

1. Under the supervision of the division chief, the special assistant will work closely with the branch chiefs in determining the research programs of the branches.

2. The special assistant will serve as the division's liaison with OCI's representative to other offices of the intelligence community involved in NIS production. This will include NIS scheduling and the procedures of editing, reviewing, and publishing of NIS sections.
3. The special assistant will review each NIS manuscript produced for format, style, and content, with primary concern for meeting formal NIS requirements. Questions of substance which he may raise should be settled in discussion with the analyst and if need be with the branch and division chiefs. However, the responsibility for factual content and interpretation should rest with the analyst first, and ultimately with the branch chief, who should review the manuscript for this purpose.
4. The special assistant should be alert to the total research needs of the division to which he is assigned and the ability of the division personnel to fill these needs. In particular, he should try to find additional uses for the research undertaken on NIS sections. Perhaps some of this material can be adjusted to make it suitable for publication in the CIAS or as CI memoranda.
5. The special assistant for research, if he has available time, will also be utilized in connection with the Handbook program as it develops in the months ahead.

D. Some Recommendations and Comments

1. It is recommended that at the time of incorporation of the research activities in the regional branches a complete merging of the two sets of files also be achieved.

2. It is recommended that for filing purposes the three Areas of OCI adopt the Intelligence Subject Code (ISC) revised edition January 1962. This is the only code approved by USIB for the intelligence community. It is the code used for all document marking by OCI, and is already in use by some OCI components. All filing arrangements now used by the research branches can easily be adjusted to this flexible code. All OCI regional files likewise can be fitted easily into this system. If the adjustment into one filing system is made, a significant saving of file space will result. AAA, which has studied the adaptation and incorporation problems, believes that the Area will reduce its file space by at least 25 percent and have a more complete and efficient file. Using the recommended code system will also make any utilization of OCB facilities including machine runs simpler than at present.
3. It appears likely that integration will also reduce the number of administrative units and will also reduce somewhat the flow of duplicate papers. This should be a plus in terms of operations and expense.
4. The incorporation will also result in some saving of personnel. AAA believes that it will probably be able to handle its assignments under the merger with several clerks less than now required. It is also the opinion of most of the AAA supervisors that the Area in the long run will be able to do a better over-all job under the new arrangement than under the present set-up, possibly even with a net saving of intelligence officers.

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MEMORANDUM FOR: Chief, Asia-Africa Area
FROM : Acting Chief, AAA/NK/GTI
SUBJECT : Proposed revision of filing codes

1. We face two related problems concerning files; namely, the physical consolidation of files to eliminate duplications and the standardization of filing systems. Revision of the filing codes used by AA Area at this time on the basis of the USIB sanctioned Intelligence Subject Code will help solve both problems, and should result in a saving of at least 25% of the combined file space. There are currently 52 four-drawer file cabinets in the AA Area and about 46 file cabinets in the former OBI area. Basing area files on the Intelligence Subject Code should also facilitate use of the agency's document retrieval process.

2. The files of the old NEA Division, predecessor of the Asia-Africa Division and the Asia-Africa Area were standardized in 1953 based on the Intellofax Code System adopted by the agency in 1948. Since then the code has been revised twice with no corresponding revision in Area files.

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3. The latest revision in 1962, entitled Intelligence Subject Code and Area Classification Code, was prepared at the direction of the Committee on Documentation of the USIB and is now the only code of its kind sanctioned for use in the intelligence community. While it was designed specifically for indexing the subject and area content of intelligence information reports, it is readily adaptable to all-source materials used by OCI.

4. The proposed adaptation of the Intelligence Subject Code for use by the AA Area has been discussed with Miss

[REDACTED] Chief of the Analysis Branch, Document Division,
OCR, and with [REDACTED]

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and several of the branch chiefs in AAA.

5. It is recommended that the standardization of filing systems be completed before the former Research Division, OBI is moved into the OCI area and that only those files not duplicating OCI files be physically transferred to the new location. In the meantime the files in AAA should be cleared of marginal materials, some of which can be sent to archives at the discretion of the desk analyst, in order to make room for the supplemental materials to be added from OBI files.

SUGGESTED REVISION FOR ROUTING SHEET:

CA/AA

**AA/PA
AA/SA**

CD/NK

**SA/R
AR
GT
IP**

CD/FE

**SA/R
JK
SE**

CD/AF

**SA/R
NO
WE
SO**

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8 July 1963

MEMORANDUM FOR: Assistant Director, Current Intelligence
FROM : Chief AAA, Functioning as Chairman of
Study Group on OCI Grades
SUBJECT : Assessment of OCI Grade Structure

1. It is recommended that the OCI grade structure be reviewed in the light of the increasing responsibilities that have been placed on the Office and on its senior officers in recent years.

2. It is recommended that the following structure receive consideration in the course of such review:

- a. Senior Analyst - GS-14
- b. Branch Chief - GS-15
- c. Division Chief - GS-16
- d. Corresponding upgrading of select senior staff positions.

3. We feel that the most compelling factor supporting our recommendation is the ever increasing number of major responsibilities assigned to OCI. Senior staff, operating chiefs, and analysts are being increasingly asked to provide through the AD/CIA intelligence analysis immediately to the DCI, the White House, and, on a less regular basis, to other top levels directly involved in final policy decisions. We do this not only in the regular publications where we have the cover of anonymity and the protection of full review, but directly through ad hoc memoranda at off hours under crisis conditions. We are asked, sometimes implicitly but also explicitly, for mature judgments on the threats to US policy in various circumstances and also on possible course of action to meet these dangers. We are often asked to brief senior government officials. The more urgent the crisis, the greater the chance that the branch chiefs or senior analysts may be required to act directly without complete review.

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This requires that our people know the politics, the economics, the military aspects, and the sociology of their areas more comprehensively than does any other group in the Agency.

4. OCI's present grade structure remains essentially the same as during the Office's infancy a dozen years ago, before many of the responsibilities outlined above had been accepted and before its credentials had been established with the DCI as well as in the top echelons of the US government. Our employees should not be penalized for our success in resisting Parkinson's Law--in keeping down our TO. The importance of the mission rather than the numbers of employees supervised should determine the grade structure.

5. Responsibilities for research have recently been added to OCI's already extensive missions. Division and Area chiefs assumed the added responsibility of handling NIS production last December, and it is envisaged that the several research branches within OCI which are engaged in NIS production soon will be merged into the appropriate area branch structure. Thereafter the branch chiefs will assume responsibility for assigned NIS and all other OCI research production, such as the new country handbooks.

6. The recommended grade structure should help the office recruit and keep better people. We believe that we have a strong staff now. Branch and division chiefs and senior staff members are an experienced lot proven under the fire of a variety of world crises. They have demonstrated their abilities as area specialists of repute, as agile writers with a nose for the intelligence news, as speakers, and as administrators. Nevertheless, over the years we have suffered the loss of some of our most capable people who have been attracted elsewhere in the Agency by higher grades than were in prospect in OCI.

7. Within the agency, offices most nearly comparable to OCI, such as ORR, OSI, and especially ONE, already operate under a grade structure comparable to the one recommended in paragraph two. Senior analysts of ORR,

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and OSI rate GS-14, their branch chiefs GS-15, etc. The job descriptions for these comparable OSI and ORR positions do not indicate that the incumbents have higher qualifications, do higher level work nor assume more responsibility than those in OCI. It is for example difficult to rationalize why ORR should grade its economist on Bulgaria at GS-14 while OCI has its intelligence officer covering Bulgaria with a secondary support role in another Satellite country pegged at GS-12. ONE has its area staff chiefs now being set at GS-16 and its senior staff officers pegged at GS-15. A review of the functions of these GS-16 and GS-15 estimates officers and their responsibilities strongly suggests that OCI division and branch chiefs, now authorized at GS-15 and GS-14, have broader, more significant, and more pressing responsibilities. This is corroborated by individuals who have worked in both offices. In no other DD/I office are analysts and chiefs as subject to spot queries during all hours of the day and night and all days of the week, as in OCI. (See Annex A for example of job descriptions in other offices.)

8. Promotions into the recommended higher grades should certainly not be proposed as a package deal, but would follow only when our exacting standards have been fully met. It is not sufficient at this point to tell OCI employees or prospective employees that exceptions to the present grade structure can be made. It is necessary to have an established structure which is realistically in line with duties and with other offices. A greater attraction of OCI grades would allow for an even more rigorous selection of personnel than now prevails, and lead to a strengthening of the office at all levels, the better to fulfill its growing responsibilities.

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Annex A

Examples of Grade Structure in ORR, OSI and ONE

ORR

GS-15

Chief of the Communications Branch in the Manufacturing and Services Division.

The duties:

Serves as Branch Chief in charge of economic intelligence research on the communications sector of the Sino-Soviet Bloc area and on other areas as may be required. Will be expected to take initiative in planning the research program, provide leadership and supervise the research activities of economic intelligence analysts, engage in research himself, review research reports, ensure the provision of current intelligence support, support collection, and participate in the coordination of the economic intelligence effort in the area of his responsibility.

The qualifications:

Applicant should have a master's degree in economics or related fields, preferably with advanced work towards the Ph.D degree in economics, together with at least 5 years of government, business, or academic experience research, or the equivalent. Familiarity with the communications industry and practices is highly desirable. Knowledge of the Sino-Soviet Bloc economy and the problems involved in producing economic intelligence in this area is important. A reading knowledge of Russian would be useful.

GS-14

Intelligence Officer in the European Satellites Branch of the Analysis Division.

The duties:

Conducts independent analysis and prepares written reports on general economic developments and policies

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In Hungary, including those relating to the growth of national income and industrial production, living conditions, economic plans, investments, manpower, economic institutions, and the role of foreign trade in the economy. Provides support for current intelligence, national estimates, and branch research projects on the European Satellites.

The qualifications:

Candidate must be able to think and write clearly, analyze a very broad range of economic problems, and contribute to evaluations of the relationship between economic and political questions. Candidate must be willing to acquire a reading competence in the Hungarian language sufficient for research purposes. Candidate should have a strong academic background in the social sciences, including some formal training in economics, and at least two years experience in economic research.

GS-14

The OHS analiyat on Bulgarian economic developments with duties and qualifications similar to those of the Hungarian position is also authorized at GS-14 level.

GS-15

Chief of the Air Defense Branch in the Defensive Systems Division.

The duties:

Incumbent serves as Chief of the Air Defense Branch, Defensive Systems Division, OSI. The branch is responsible for intelligence research, production, and substantive collection support for foreign air defense systems and in areas of science and technology relating to air defense. This responsibility includes specifically electronic equipments and systems which provide various air defense functions such as early warning, ground control intercept, fire control, and airborne intercept equipment; interceptor aircraft and their associated armaments; surface-to-air and air-to-air missile systems; the air defense communication system and its associated data processing and

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transmission; the organization of foreign air defense systems. The branch also provides specific analyses of air defense systems in support of Agency collection programs upon request.

Under the general direction of the Division Chief, the incumbent is responsible for substantive and administrative direction and guidance of branch intelligence efforts and programs; prepares scientific intelligence reports and provides intelligence collection support and guidance;

[REDACTED] in the field of air defense and in those aspects of other fields, such as electronics and guided missiles, which relate to air defense. 25X1C

The qualifications:

a. Applicant must have an established record of intelligence research and production and/or exploitation of intelligence sources and analytical techniques in one or more of the primary technical fields directly related to air defense as noted under the job description above.

b. Applicant must have demonstrated supervisory ability or potential, initiative, and ability to work without strong direction and control.

c. A minimum of a BS degree in the physical sciences or electronic, mechanical, or electrical engineering or the equivalent practical experience in one of these fields.

d. An extensive background of professional experience in one or more of the above fields.

e. Ability in the writing and reviewing of technical reports.

GS-14

Intelligence Officer in the Biological Chemical Warfare Branch of the Atomic Biological Chemical Division.

The duties:

Senior analyst responsible for production of scientific intelligence on the Sino-Soviet Bloc in the area of microbiology applied to biological warfare. This requires evaluation and analysis of all incoming

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materials leading to publications and special reports, as well as contributions to SID's, NIE's and NIS's. In addition, he will participate in briefings, and debriefings; prepare requirements; maintain intelligence files; maintain or obtain language proficiency commensurate with required coverage of open foreign scientific specialty by reading of journals, periodicals, books and attendance at professional meetings.

The qualifications:

Advanced degree in a biological science.
Experience in bacteriological laboratory work, fermentation production, or applied biological research.
Ability to work in close association, coordination, and liaison with other offices of the Agency and other agencies of the Government.
A working knowledge of the Russian language is desirable but not required.
Ability to express himself clearly and concisely in the preparation of written and oral reports.

ONE

GS-15

Estimates Officer on the Staff of EK/USSR.

The duties:

Under the supervision of the Chief, EK/USSR, the incumbent will have initial responsibility for the preparation of National Intelligence Estimates, memoranda, and briefings in the field of Soviet foreign policy and internal political and economic affairs. His activities will include maintaining substantive competence in this field, conducting close liaison with other intelligence components, drafting and coordination of National Intelligence Estimates, and memoranda, and providing oral briefings to the Board of National Estimates, the DCI, and others as directed.

The qualifications:

- a. Ability to write.
- b. Several years of experience in analysis of Soviet internal and/or external affairs.

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- c. A good general knowledge of related fields and the ability to undertake special assignments in these fields.
- d. Familiarity with the functioning of CIA and the USIB community.
- e. Ability to work under pressure, to respond to constructive group criticism, and to make an effective presentation in group discussion.

GE-15

Estimates Officer on the Staff of Far East.

The duties:

The officer will be responsible for organizing, drafting, and preparing for publication National Intelligence Estimates and Special National Intelligence dealing with the Far East. He will be responsible for coordinating draft estimates with the Board of National Estimates, and assisting the Board in coordinating estimates with representatives of the USIB. His responsibility will include planning and initiating recommendations for future estimates and special estimates, maintaining an up-to-date working knowledge of current developments throughout the Far East area, preparing memoranda for, and presenting oral briefings to, the Board of National Estimates concerning trends and prospects in the Far East, and preparing written comments on the intelligence aspects of OCB and NSC papers. He will act for the Chief of the Far East Staff in the latter's absence, planning and supervising the work of the staff.

The qualifications:

- a. Strong academic background in international affairs, economics, or history with emphasis on the Far East. Preferably academic training should be backed by residence and extensive travel or a tour of duty in the area.
- b. At least four years in intelligence work, with a broad understanding of the estimates process and of the organization, responsibilities, and activities of the intelligence community as a whole.

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c. Broad knowledge and understanding and mature judgment concerning political, economic, social, and military trends in the Far East.

d. The ability to think, organize, and write clearly and concisely under pressure, and to re-organize, edit, or adapt basic research and estimates contributions to meet the needs of National Estimates.

e. The necessary maturity, initiative, tact, and objectivity for effective coordination of intelligence estimates with other agencies of the intelligence community. An ability for clear and effective oral expression.

f. A capability for administration, with particular emphasis on planning and supervising staff work.

8 June 1961

1. In order to provide opportunities for senior personnel to carry out research on problems of current intelligence concern, and to perform other regional production tasks, there is hereby established the professional category of Intelligence Officer/Regional Specialist (IO/RS).

2. The IO/RS will function under the supervision of the division chief within whose area of responsibility his special regional competence falls. The IO/RS will be available for consultation, however, by branch chiefs and analysts. As a senior officer, the IO/RS will be expected not only to perform such special functions as the division chief may assign him but also to develop on his own initiative, under the general direction of the division chief, studies of problems which his area knowledge and experience indicate need examination.

3. Candidates for appointment as IO/RS should normally be individuals who have at least Branch Chief standing or equivalent grade and experience.

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Assistant Director,
Current Intelligence

24 March 1961

Chief, Asia Africa Division, OCI

A Possible Reorganization of Asia Africa Division

1. The "Division" and "Branch" organization would be dropped. Instead an "Asia-Africa Area" would be created.

2. The new organization would be headed by a "Chief, Asia-Africa Area" assisted by "Deputy Chiefs". Initially, there would be two such deputies, but one or two additional deputies might be added as required by the work load. This small group would give substantive direction and exercise administrative control over "Senior Intelligence Officers" (SIO) (usually grades 14-15) and "Intelligence Officers" (IO) (usually grades 10-13) who would be assigned to the various country desks within the "Asia-Africa Area". These country desks would be grouped loosely into three "Regions": "Africa," "Middle East," "Far East." Most countries would be handled by one officer. A few of the larger and more important ones would require additional personnel. It is not intended at this time that a specific "Deputy Chief" be assigned to any given "Region," although in practice competencies would dictate to some extent the areas of concentration. An increase in the number of "Regions" or other adjustment might be indicated once the "Area" began to function.

3. In addition to the intelligence officers assigned to country desks a few "Senior Intelligence Specialists" (SIS) (usually grades 14-15) would also function within the "Asia-Africa Area." These specialists would be experienced individuals with unique qualifications. They would prepare memoranda and articles for publication which might be studies in greater depth or studies with unique focuses. They

would also be used to handle special briefings--written and oral. These officers could be assigned to special task forces or other duties as developments required.

4. In day-to-day operations the chief of the area and the deputies would deal directly with the desk officers in handling intelligence production. In each "Region" the "Senior Intelligence Officers," in addition to their desk responsibilities, would normally be expected to counsel and help the more junior officers. The advice of the "Senior Intelligence Officers" would also be sought on broader regional matters by the area chief and the deputies. All finished intelligence such as contributions to publications, memoranda, briefings and other materials which normally pass through the AA Division office would be processed through the "Area" office which would also receive and route all incoming materials to the "Regions" and "Desks."

5. The Area Chief's Administrative Assistant would handle routine administrative matters, and, in consultation with the Area Chief, would assign clerical personnel to the "Regions" and give them appropriate direction.

6. The proposed reorganization would have the advantage of providing greater flexibility in staffing, especially in permitting more senior personnel to be assigned to direct production activity. It would also relieve senior officers of routine administrative duties. Analysts would have even quicker and more frequent contact with senior substantive supervisors and have the opportunity of developing a greater sense of "association" and "participation." The reorganization would also facilitate quick shifts of personnel within the area as required.

7. The chief disadvantage in such a reorganization would seem to be that by removing the branch structure the less experienced analysts would be deprived of the rather close direction which some probably require. Presumably the work load of the Area chief and his deputies would be somewhat increased.

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Attachment: Chart, Asia Africa Area

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